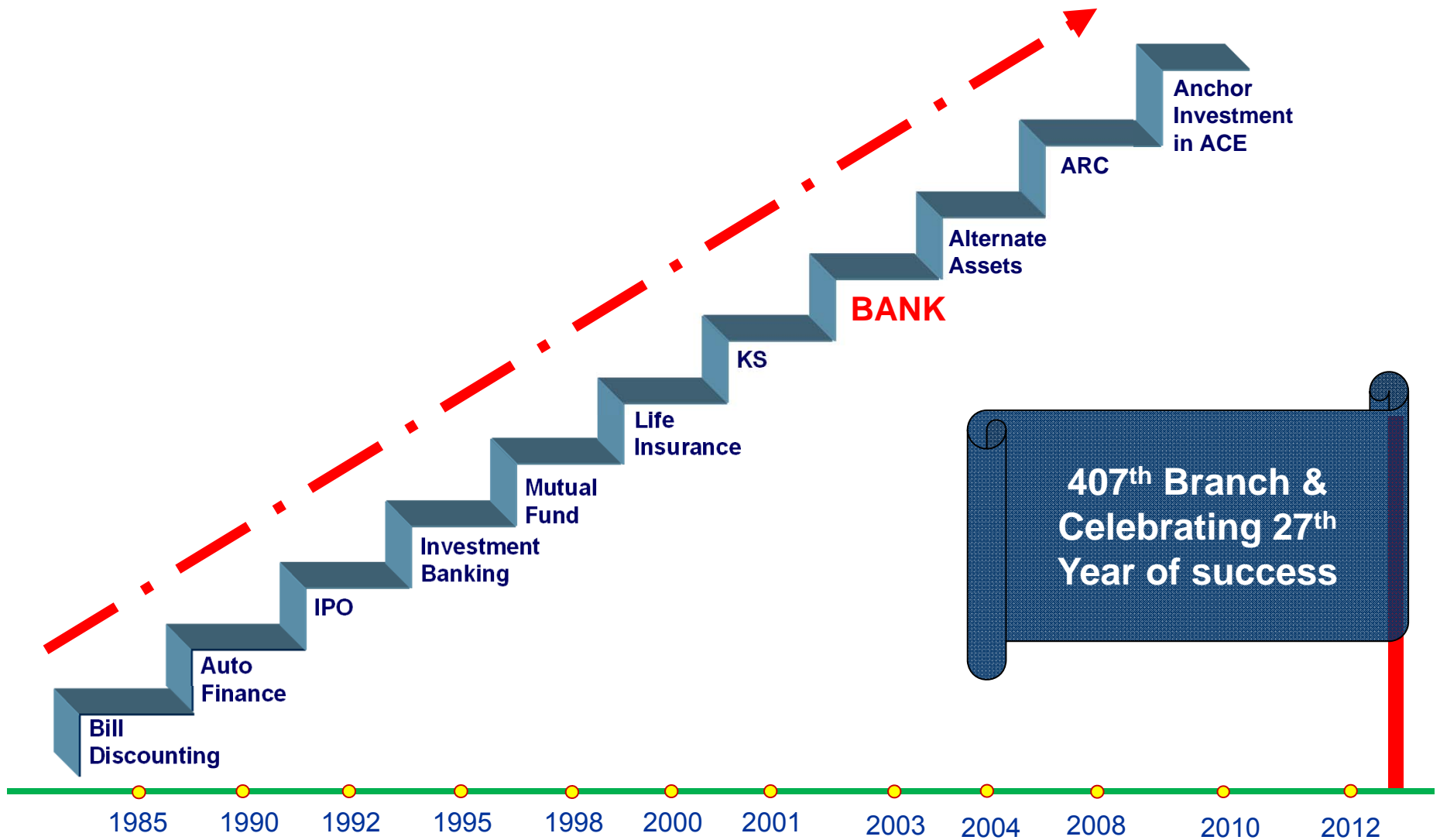


# *Investor Presentation Q3FY13*



Jan 22, 2013

# Journey So Far.....



# Group Structure



## Kotak Mahindra Bank

- Consumer Banking
- Commercial Banking
- Treasury
- Distressed Assets

### Kotak Mahindra Capital Company

- IPOs
- Private equity
- Project advisory
- M&A

### Kotak Securities

- Stock Broking
- E Broking
- Distribution

### Kotak Mahindra Investments

- Investment
- Lending

### Kotak Mahindra Prime

- Car Finance
- Other Lending

### Kotak Mahindra AMC

- Mutual Fund

### Kotak Mahindra Pension Fund

- Pension Funds

### Kotak Mahindra Trustee Company

- Trustee Company

### Kotak Mahindra Old Mutual Life Insurance \*

- Life Insurance

### Kotak Mahindra Financial Services Ltd

- Advisory Services for Middle East
- Retail product distribution

### Kotak Investment Advisors

- PE fund
- Reality fund

### Global Investment Opportunities Fund\*

### Kotak Mahindra International

- Advisory Services
- Investment Management

### Kotak Mahindra UK

- Asset Management
- Broking
- Inv. Mgmt.

### Kotak Mahindra Inc

- Broker / Dealer

### Kotak Mahindra Trusteeship Services

- Trustee Company

### Kotak Forex Brokerage

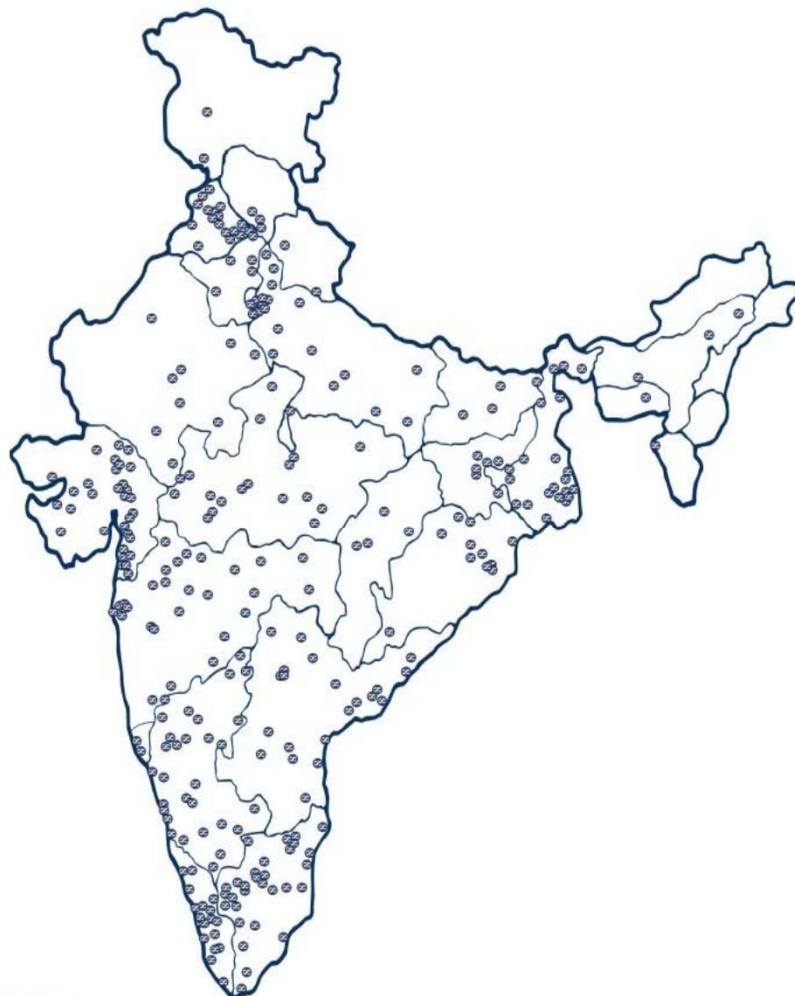
- Interbank forex broking

Note:

- All companies are fully owned subsidiaries excepting KM Old Mutual which is held 74%

# Geographical Presence

## Wide National Footprint .....



## ..... With Multiple Points of Presence

Business	Dec 31, 2012
Banking	407
Car Finance	68
Life Insurance	196
Securities	1,358
Mutual Fund	79
<b>Total</b>	<b>2,108</b>

**International offices situated in Abu Dhabi, Bahrain, California, Dubai, London, Mauritius New York and Singapore**

# Kotak Bank - Standalone Highlights

## PAT

₹ 362 cr  
(₹ 276 cr)  
up 31% yoy

## Networth

₹ 8,992 cr  
(₹ 7,670 cr)

## Loans

₹ 50,245 cr  
(₹ 39,772 cr)  
up 26% yoy

## Restructured Loans- standard

₹ 9.7 cr  
(₹ 25.1 cr)

## Net NPA \*

0.62% (0.49%)

## CAR<sup>#</sup>

15.6% (17.5%)

## Tier 1

14.2% (15.6%)

## RoA

1.8% (1.8%)

## CASA

₹ 13,359 cr  
(₹ 10,615 cr)  
Up 26% yoy

- Excluding acquired stressed assets

<sup>#</sup> As per Basel II. Includes audited profit for 9MFY13. CAR and Tier I excluding profit for 9MFY12 - 16.9% & 15.0%

Figures in brackets are Q3FY12 numbers

## Consolidated Highlights

### PAT

₹ 577 cr  
(₹ 463 cr)  
up 25% yoy

### Networth

₹ 14,568 cr  
(₹ 12,416 cr)

### Loans

₹ 67,021 cr  
(₹ 52,847 cr)  
up 27% yoy

### Net NPA \*

0.53% (0.41%)

### NIM

4.6% (4.7%)

### RoA

2.1% (2.1%)

### Total Assets

₹ 113,545 cr  
(₹ 88,514 cr)  
up 28% yoy

### Book Value

₹ 195.8 per share  
(₹ 167.9 per share)

- Excluding acquired stressed assets

Figures in brackets are Q3FY12 numbers

# Consolidated Advances & Investments

₹ cr	FY03	FY10	FY11	FY12	Q2FY13	Q3FY12	Q3FY13	YoY Growth
CV & CE	713	4,414	6,251	7,798	8,183	7,540	8,071	7%
Agriculture Division	-	3,089	4,220	5,714	6,419	4,894	7,310	49%
Auto loans	1,772	6,542	8,550	10,600	11,748	9,771	12,217	25%
Mortgage Loans	-	4,765	6,877	8,333	9,286	7,935	9,869	24%
Personal loans	188	1,354	1,307	1,868	2,141	1,689	2,420	43%
Business Banking	-	1,189	2,220	3,515	4,571	3,428	5,024	47%
Corporate Banking	209	6,136	9,392	12,321	15,678	14,743	18,291	24%
Others	152	2,236	2,426	2,995	3,229	2,847	3,819	34%
<b>Total Advances</b>	<b>3,034</b>	<b>29,724</b>	<b>41,242</b>	<b>53,144</b>	<b>61,255</b>	<b>52,847</b>	<b>67,021</b>	<b>27%</b>
Investments/ Treasury Assets *	1,044	14,762	18,279	23,261	23,990	19,902	28,738	44%
<b>Total Advances and Investments</b>	<b>4,078</b>	<b>44,487</b>	<b>59,521</b>	<b>76,405</b>	<b>85,245</b>	<b>72,749</b>	<b>95,759</b>	<b>32%</b>

# Consolidated PAT

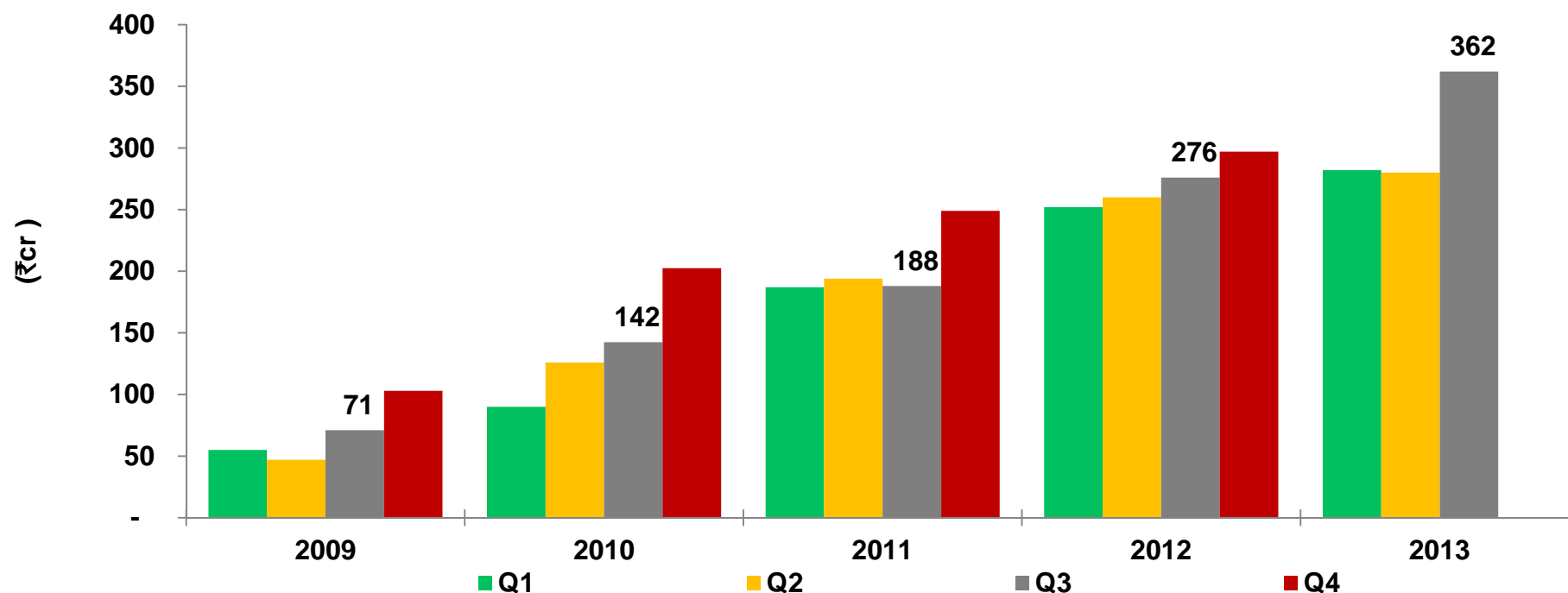
₹ cr	FY03	FY07	FY08	FY09	FY10	FY11	FY12
Kotak Mahindra Bank	45	141	294	276	561	818	1,085
Kotak Mahindra Prime	11	57	101	157	166	318	385
Kotak Securities	24	256	409	107	260	182	126
Kotak Mahindra Capital Company	31	68	115	13	24	52	6
Kotak Mahindra Old Mutual Life Insurance	(42)	(58)	(72)	14	69	101	203
Kotak Mahindra AMC & Trustee Co	3	12	8	16	72	17	22
International subsidiaries	-	35	64	24	80	51	(11)
Kotak Investment Advisors	(1)	-	13	48	40	33	36
Kotak Mahindra Investments	15	27	43	14	35	24	15
<b>Total</b>	<b>86</b>	<b>538</b>	<b>975</b>	<b>669</b>	<b>1,307</b>	<b>1,596</b>	<b>1,867</b>
Minority Interest, Equity Affiliates, others	(13)	-	16	(17)	-	(29)	(35)
<b>Consolidated PAT</b>	<b>73</b>	<b>538</b>	<b>991</b>	<b>652</b>	<b>1,307</b>	<b>1,567</b>	<b>1,832</b>



## Consolidated PAT – cont'd

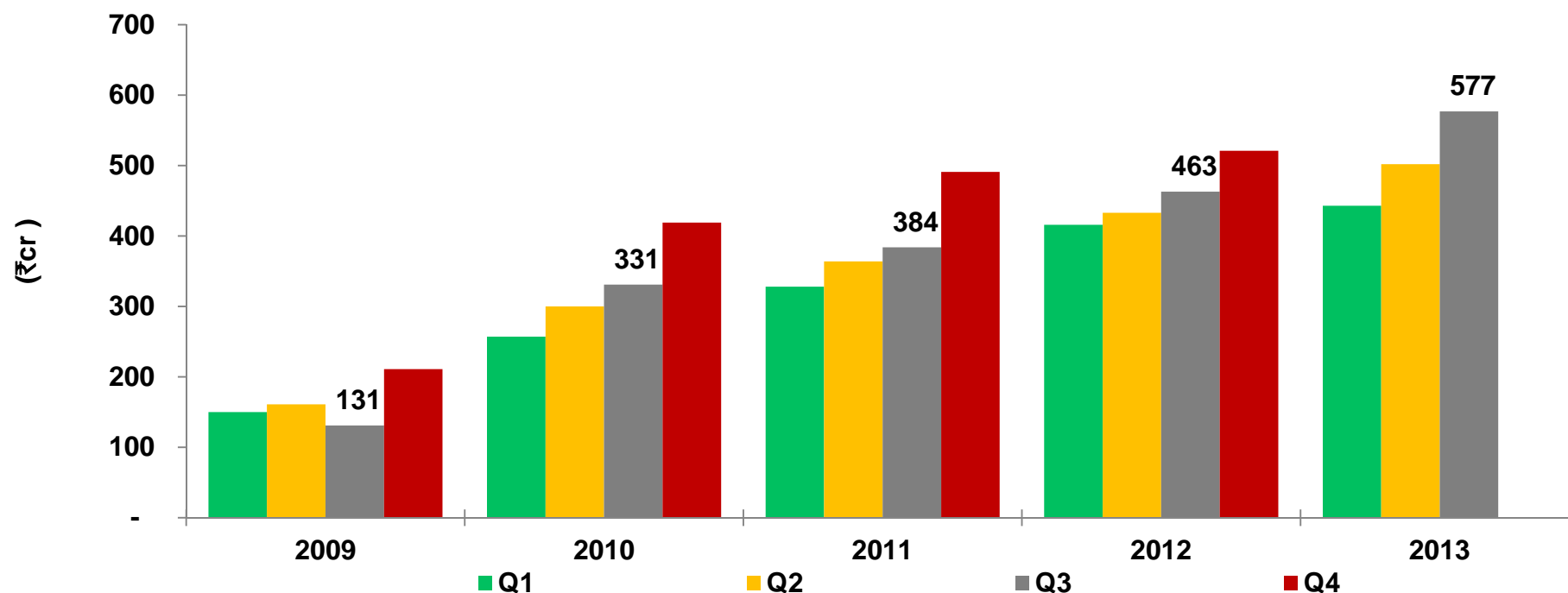
₹ cr	Q2FY13	Q3FY12	Q3FY13	9MFY12	9MFY13
Kotak Mahindra Bank	280	276	362	788	924
Kotak Mahindra Prime	114	104	105	288	313
Kotak Securities	40	24	38	76	101
Kotak Mahindra Capital Company	4	4	2	1	12
Kotak Mahindra Old Mutual Life Insurance	47	47	53	146	132
Kotak Mahindra AMC & Trustee Co	(5)	3	11	19	10
International subsidiaries	8	(4)	5	(14)	8
Kotak Investment Advisors	9	7	6	26	23
Kotak Mahindra Investments	16	3	8	9	28
<b>Total</b>	<b>513</b>	<b>464</b>	<b>590</b>	<b>1,339</b>	<b>1,551</b>
Minority Interest, Equity Affiliates, others	(11)	(1)	(13)	(27)	(29)
<b>Consolidated PAT</b>	<b>502</b>	<b>463</b>	<b>577</b>	<b>1,312</b>	<b>1,522</b>

## Standalone PAT – Quarterly Trend



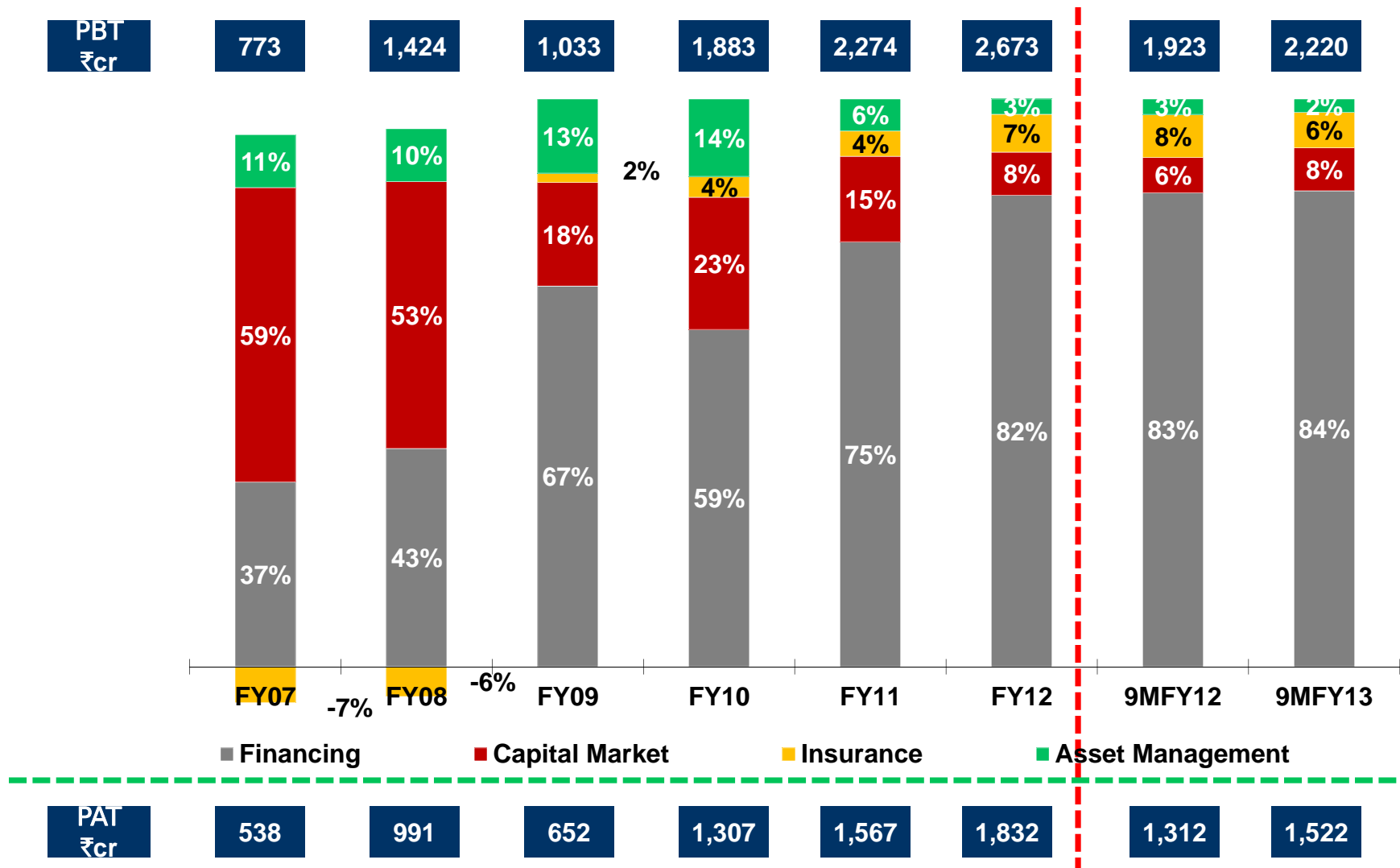
₹ cr	2009	2010	2011	2012	2013
Q1	55	90	187	252	282
Q2	47	126	194	260	280
Q3	71	142	188	276	362
Q4	103	203	249	297	

## Consolidated PAT – Quarterly Trend



₹ cr	2009	2010	2011	2012	2013
Q1	150	257	328	416	443
Q2	160	300	364	433	502
Q3	131	331	384	463	577
Q4	211	419	491	521	

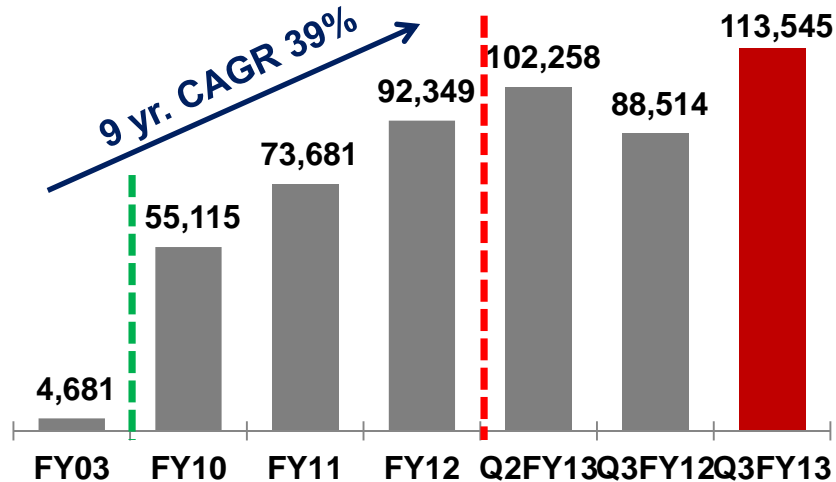
# Consolidated Profit (PBT) Mix



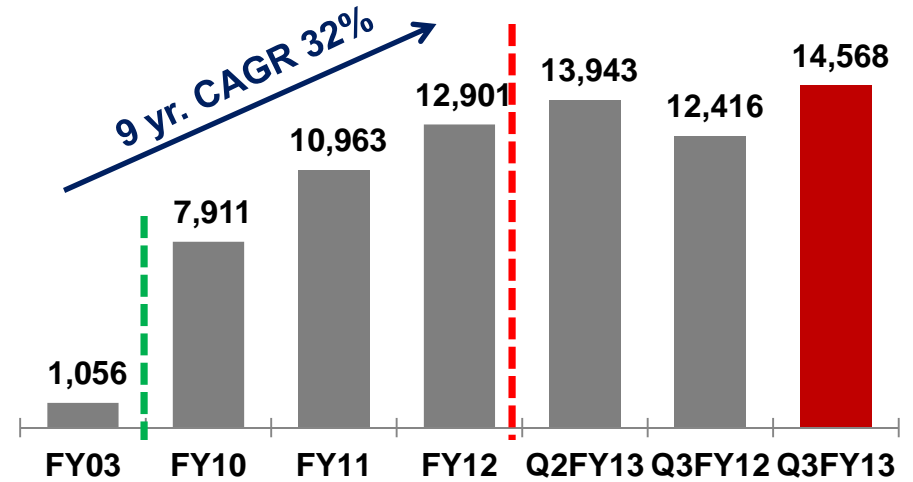
PAT ₹cr	538	991	652	1,307	1,567	1,832	1,312	1,522
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# Consolidated Key Financials

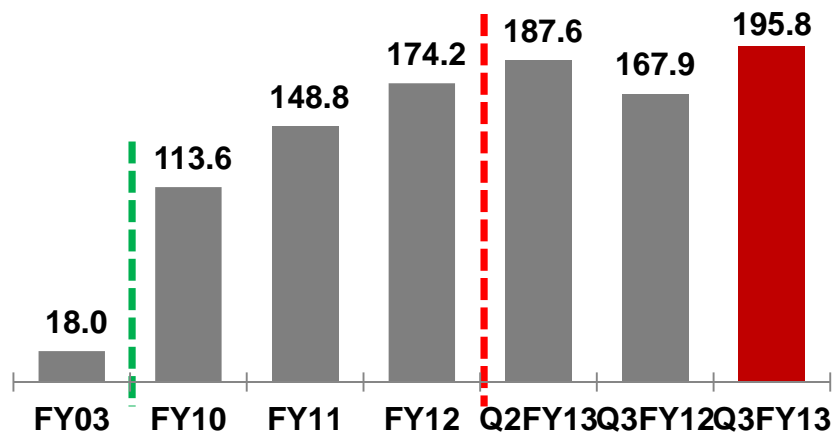
## Total Assets (₹ cr)



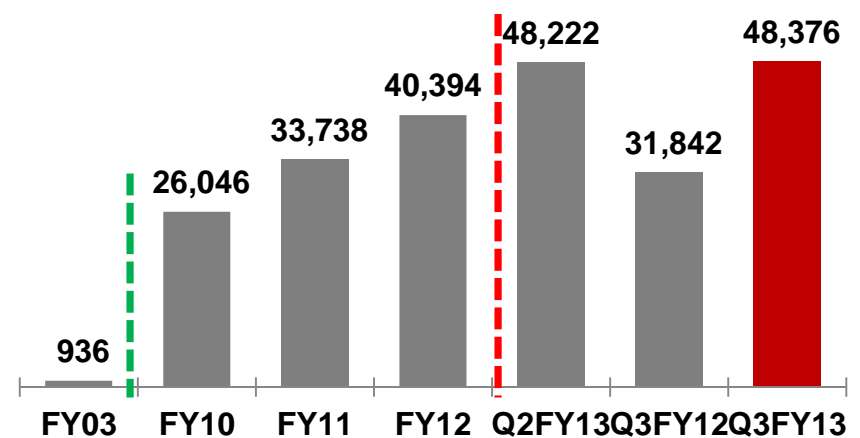
## Networth (₹ cr)



## Book Value per share (₹)

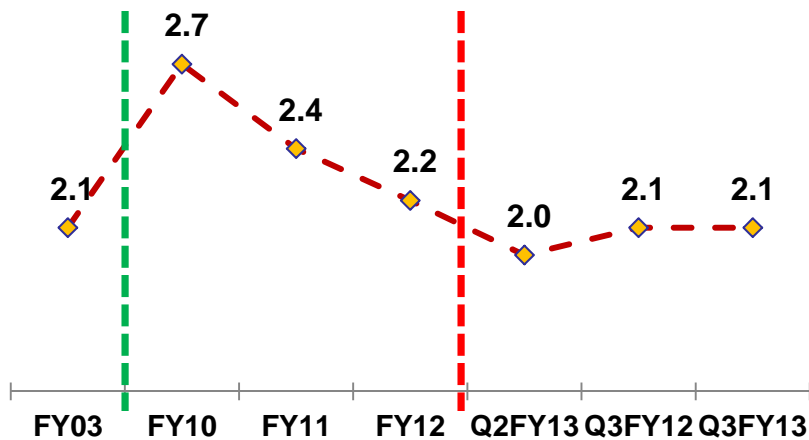


## Market Cap (₹ cr)

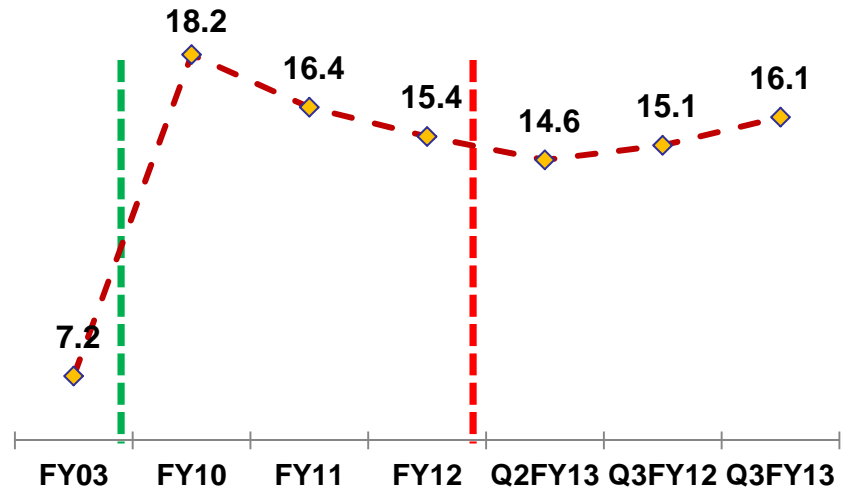


# Consolidated Key Ratios

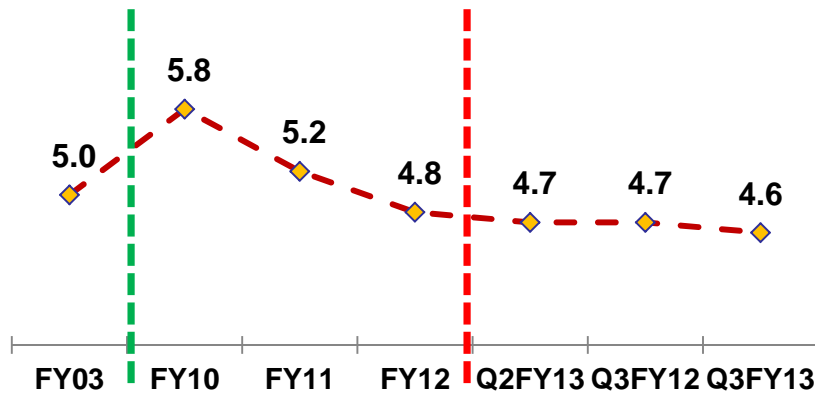
## RoA (%)



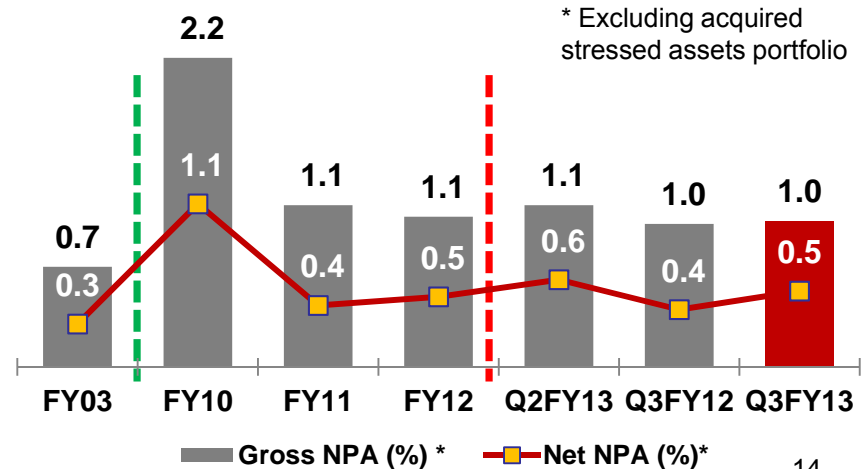
## RoE (%)



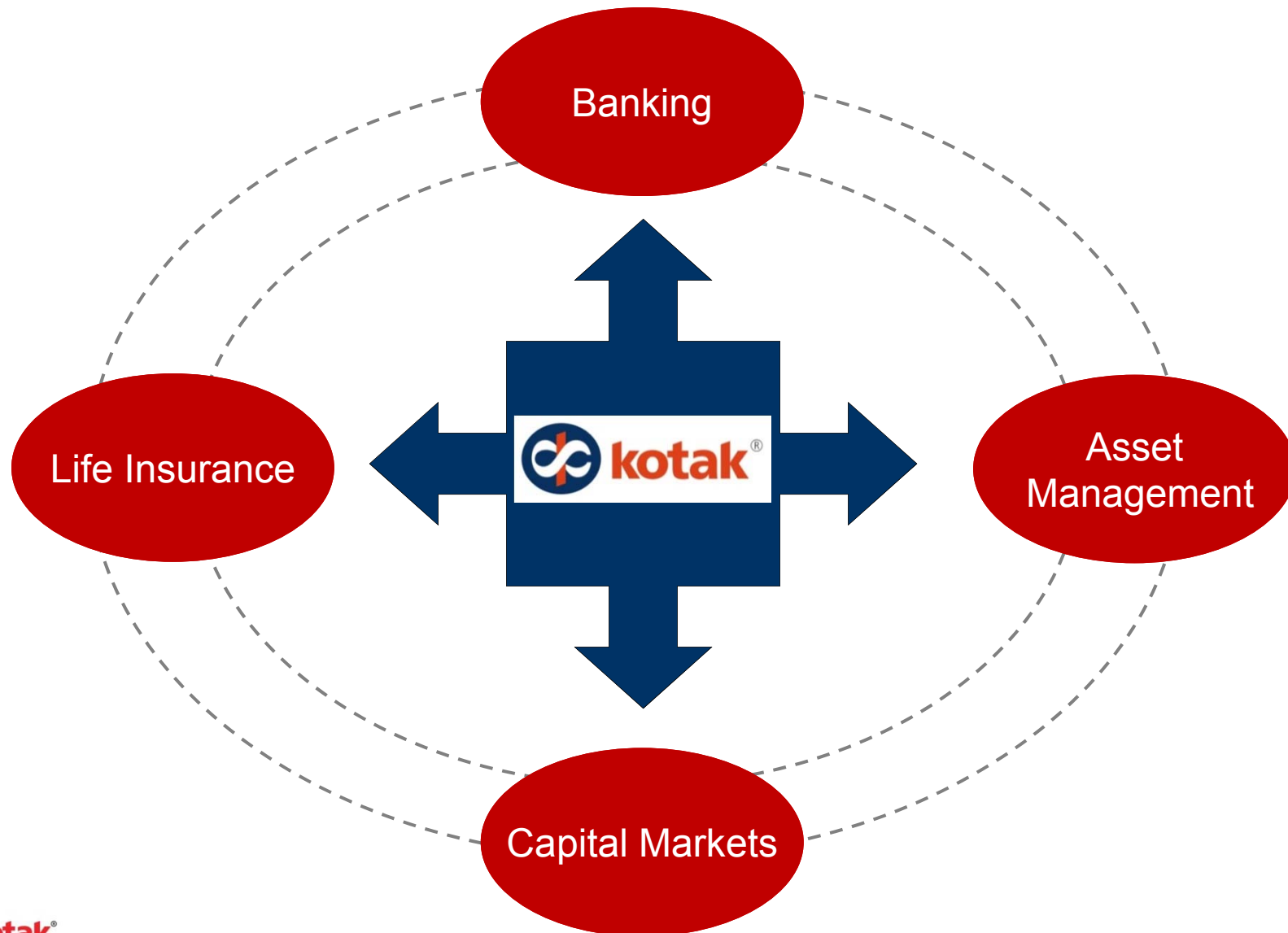
## NIM (%)



## NPA \* (%)

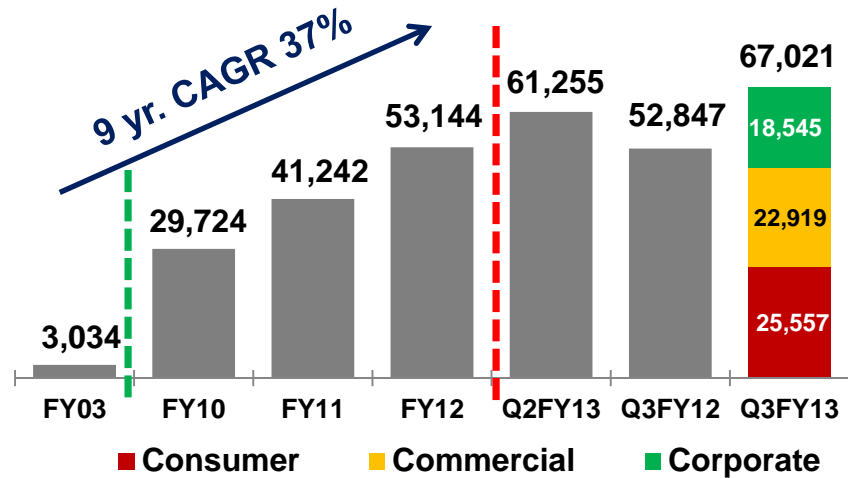


# Integrated Financial Services

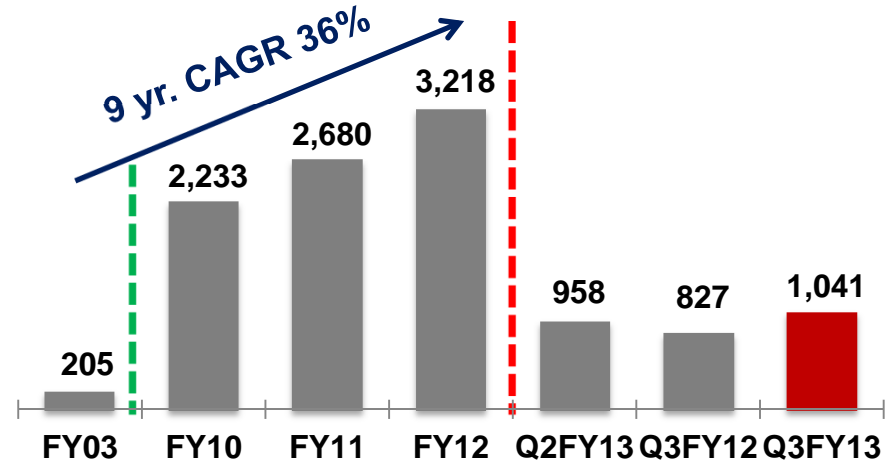


# Financing Business

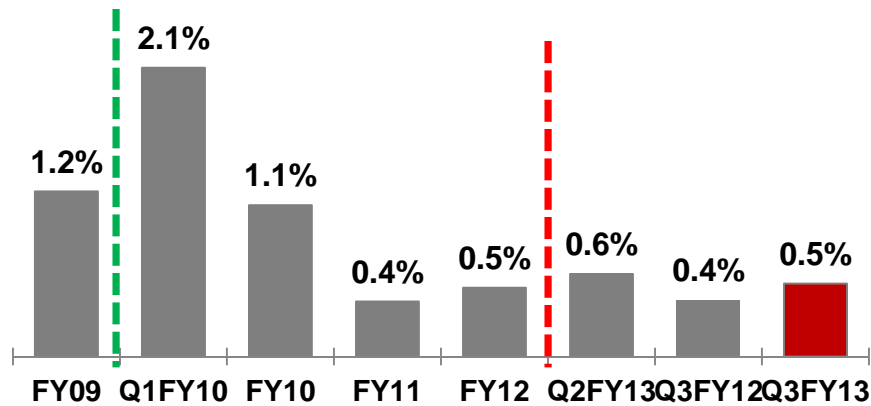
## Advances (₹ cr)



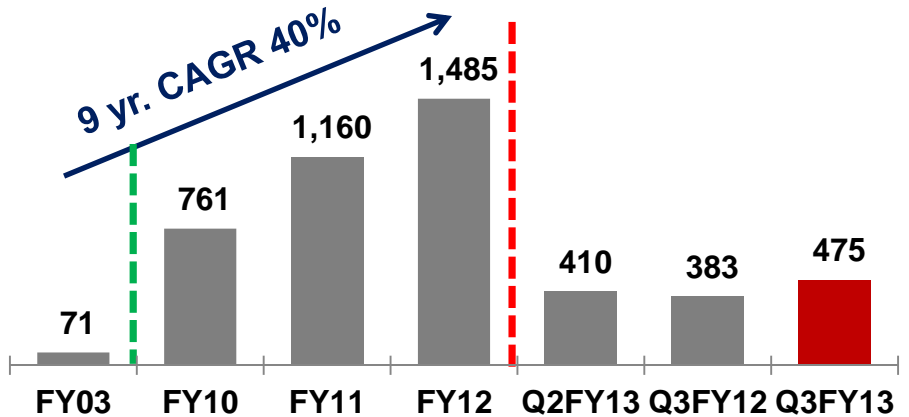
## Net Interest Income (₹ cr) #



## Net NPA (%)\*



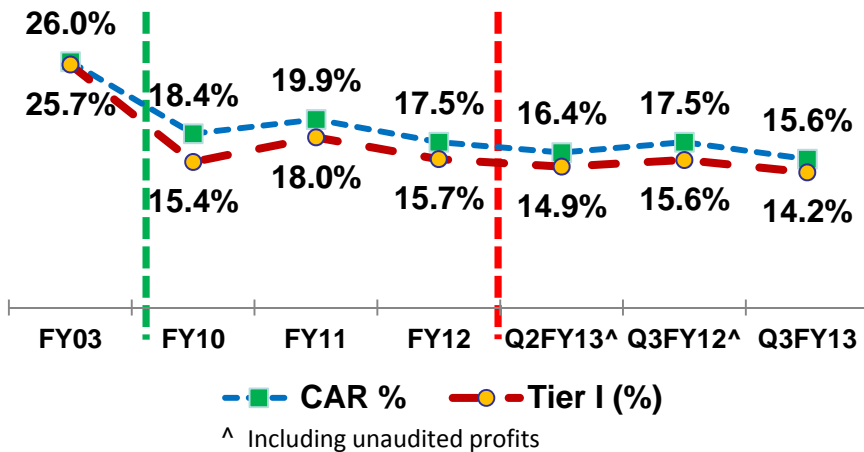
## PAT (₹ cr) #



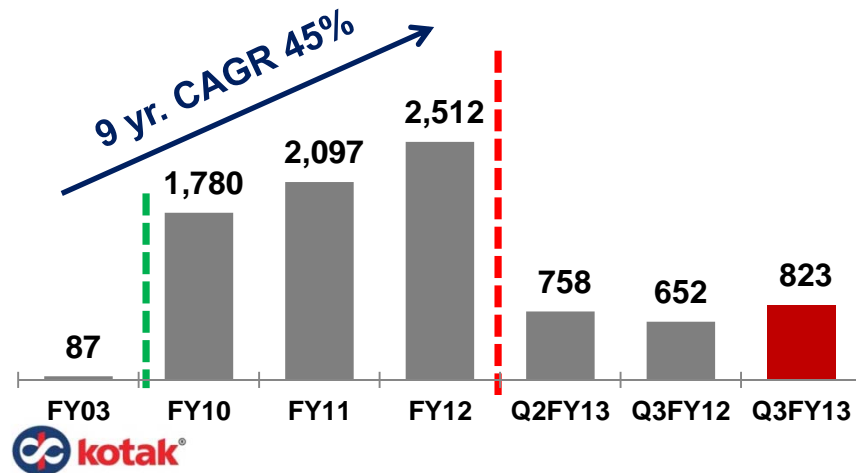


# Bank Key Ratios

## CAR & Tier I (%)

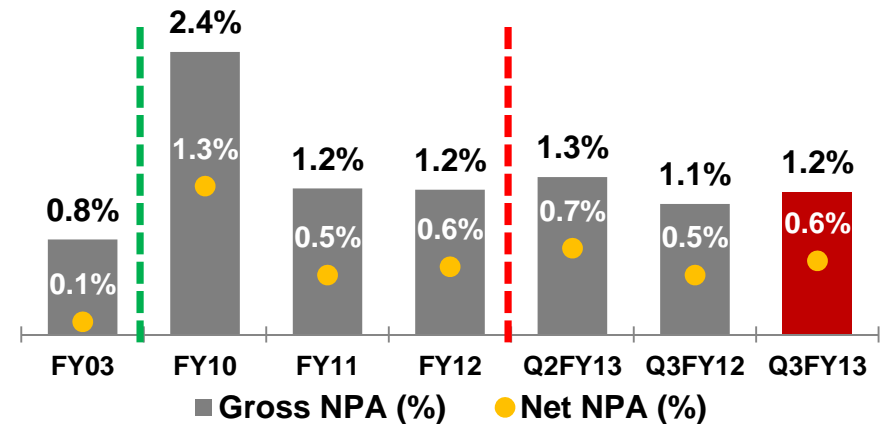


## NII (₹ cr)



## NPA \* (%)

\* Excluding acquired stressed assets portfolio



## Asset Quality

- Restructured loans considered standard (as % of net advances)
  - ❖ Dec 31, 2012- ₹ 9.7 cr (0.02%)
  - ❖ Sep 30, 2012 - ₹ 8.4 cr (0.02%)
  - ❖ Dec 31, 2011- ₹ 25.1 cr (0.06%)
- PCR (as per RBI circular) as on Dec 31, 2012 – 66.6%

# Bank Profit and Loss

₹ cr	FY03	FY07	FY08	FY09	FY10	FY11	FY12
Net Interest Income	87	605	1,147	1,452	1,780	2,097	2,512
Other Income	81	377	601	424	707	781	978
<b>Net Total Income</b>	<b>168</b>	<b>982</b>	<b>1,748</b>	<b>1,876</b>	<b>2,486</b>	<b>2,878</b>	<b>3,490</b>
Employee Cost	22	260	468	557	556	751	872
Other Operating Expenses	56	352	552	639	634	802	963
<b>Operating Expenditure</b>	<b>78</b>	<b>612</b>	<b>1,020</b>	<b>1,196</b>	<b>1,189</b>	<b>1,553</b>	<b>1,835</b>
<b>Operating Profit</b>	<b>90</b>	<b>370</b>	<b>728</b>	<b>680</b>	<b>1,297</b>	<b>1,325</b>	<b>1,655</b>
Provision & contingencies	20	167	330	254	486	137	55
<b>PBT</b>	<b>70</b>	<b>203</b>	<b>398</b>	<b>426</b>	<b>811</b>	<b>1,188</b>	<b>1,600</b>
Provision for Tax	25	62	104	150	250	370	515
<b>PAT</b>	<b>45</b>	<b>141</b>	<b>294</b>	<b>276</b>	<b>561</b>	<b>818</b>	<b>1,085</b>

## Bank Profit and Loss - Quarterly

₹ cr	Q2FY13	Q3FY12	Q3FY13	YoY Growth	9MFY12	9MFY13
Net Interest Income	758	652	823	26%	1,825	2,302
Other Income	251	282	305	8%	723	797
<b>Net Total Income</b>	<b>1,009</b>	<b>934</b>	<b>1,128</b>	<b>21%</b>	<b>2,548</b>	<b>3,099</b>
Employee Cost	243	226	264	17%	647	764
Other Operating Expenses	284	264	291	10%	691	832
<b>Operating Expenditure</b>	<b>527</b>	<b>490</b>	<b>555</b>	<b>13%</b>	<b>1,338</b>	<b>1,596</b>
<b>Operating Profit</b>	<b>482</b>	<b>444</b>	<b>573</b>	<b>29%</b>	<b>1,210</b>	<b>1,503</b>
Provision on advances & receivables	78	32	40	23%	61	170
Provision on investments	(7)	(1)	3	-	(10)	(22)
<b>Provision &amp; contingencies</b>	<b>71</b>	<b>31</b>	<b>43</b>	<b>38%</b>	<b>51</b>	<b>148</b>
<b>PBT</b>	<b>411</b>	<b>413</b>	<b>530</b>	<b>28%</b>	<b>1,159</b>	<b>1,355</b>
Provision for Tax	131	137	168	23%	371	431
<b>PAT</b>	<b>280</b>	<b>276</b>	<b>362</b>	<b>31%</b>	<b>788</b>	<b>924</b>

# Bank Segment performance

₹ cr	FY03	FY07	FY08	FY09	FY10	FY11	FY12
Corporate/Wholesale Banking \$	-	214	334	225	386	544	997
Retail Banking \$	58	(42)	62	71	61	339	566
Treasury & BMU*	14	31	(3)	130	367	305	35
Unallocated Income	(2)	-	5	-	(3)	-	2
<b>Total</b>	<b>70</b>	<b>203</b>	<b>398</b>	<b>426</b>	<b>811</b>	<b>1,188</b>	<b>1,600</b>

## Bank Segment performance - Quarterly

₹ cr	Q2FY13	Q3FY12	Q3FY13	9MFY12	9MFY13
Corporate/Wholesale Banking	296	265	325	701	859
Retail Banking	121	145	158	445	412
Treasury & BMU*	(6)	3	47	13	83
Unallocated Income	-	-	-	-	-
<b>Total</b>	<b>411</b>	<b>413</b>	<b>530</b>	<b>1,159</b>	<b>1,355</b>

\* Balance Sheet Management Unit

\$ Corporate and Retail profits clubbed under retail for FY03

# Bank Advances & Investments

₹ cr	FY03	FY10	FY11	FY12	Q2FY13	Q3FY12	Q3FY13	YoY Growth
Commercial vehicles & CE	713	4,414	6,251	7,798	8,183	7,540	8,071	7%
Agriculture Finance	-	3,089	4,220	5,714	6,419	4,894	7,310	49%
Mortgage loans	-	4,712	6,877	8,333	9,286	7,935	9,869	24%
Personal loans	188	1,315	1,305	1,868	2,121	1,689	2,399	42%
Business Banking	-	1,135	2,214	3,510	4,568	3,424	5,022	47%
Corporate Banking	209	5,340	7,899	10,942	13,868	13,542	16,325	21%
Others	131	770	563	914	998	748	1,249	67%
<b>Total Advances</b>	<b>1,241</b>	<b>20,775</b>	<b>29,329</b>	<b>39,079</b>	<b>45,443</b>	<b>39,772</b>	<b>50,245</b>	<b>26%</b>

## Advances – as per segmental classification

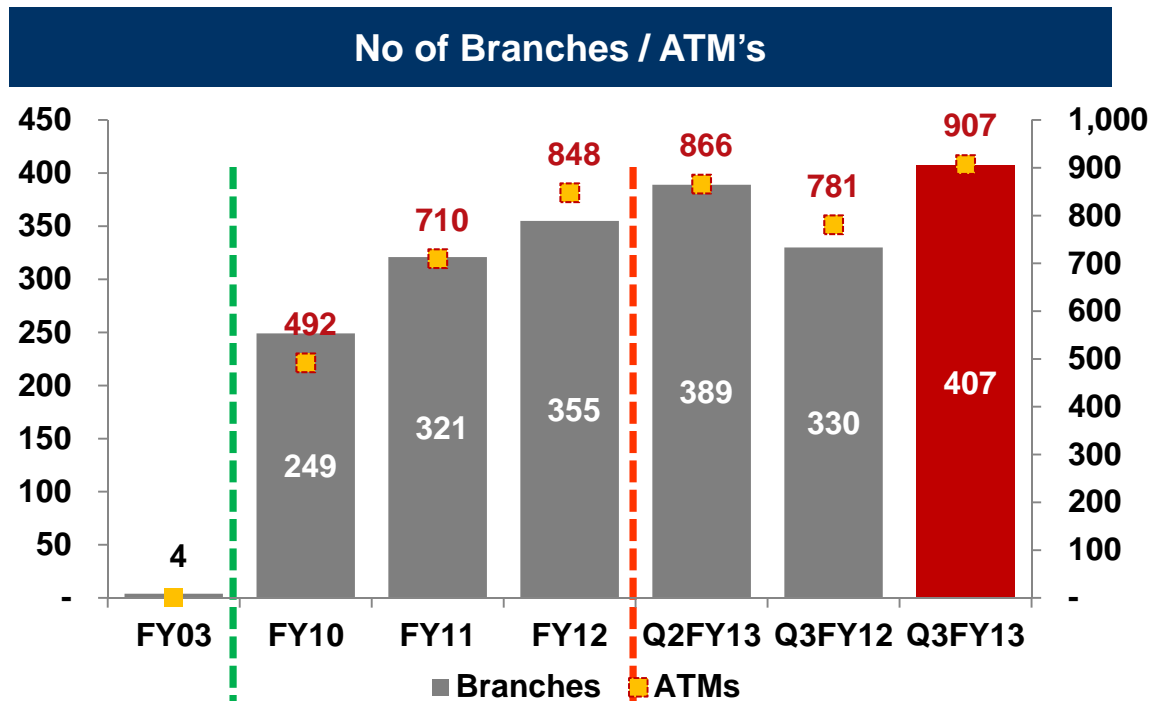
₹ cr	FY03	FY10	FY11	FY12	Q2FY13	Q3FY12	Q3FY13	YoY Growth
Retail	1,032	13,291	17,672	21,062	21,967	19,633	22,804	16%
Corporate	209	7,484	11,657	18,017	23,476	20,139	27,441	36%
<b>Total Advances</b>	<b>1,241</b>	<b>20,775</b>	<b>29,329</b>	<b>39,079</b>	<b>45,443</b>	<b>39,772</b>	<b>50,245</b>	<b>26%</b>
Investment / Treasury Assets	707	12,513	17,121	21,567	22,173	18,438	26,587	44%
<b>Total Advances and Investments</b>	<b>1,948</b>	<b>33,288</b>	<b>46,451</b>	<b>60,646</b>	<b>67,616</b>	<b>58,210</b>	<b>76,832</b>	<b>32%</b>

# Bank Balance Sheet

₹ cr	FY03	FY10	FY11	FY12	Q2FY13	Q3FY12	Q3FY13	YoY Growth
Net Worth	542	4,485	6,796	7,946	8,597	7,670	8,992	17%
Deposits	257	23,886	29,261	38,537	45,463	38,385	51,524	34%
CA	50	4,992	5,460	7,352	6,395	6,189	6,743	9%
SA	-	2,471	3,331	5,050	5,926	4,426	6,616	49%
TD Sweep	-	1,798	1,897	2,710	3,332	2,569	3,668	43%
Term Deposit Others	207	10,239	13,491	19,821	22,780	19,272	23,443	22%
Certificate of Deposit	-	4,386	5,082	3,604	7,031	5,929	11,054	86%
Borrowings	1,140	6,141	11,724	16,595	15,991	15,242	18,566	22%
Other Liabilities and Provisions	214	2,924	3,070	2,588	2,843	2,876	3,346	16%
<b>Total</b>	<b>2,153</b>	<b>37,436</b>	<b>50,851</b>	<b>65,666</b>	<b>72,894</b>	<b>64,173</b>	<b>82,428</b>	<b>28%</b>
₹ cr	FY03	FY10	FY11	FY12	Q2FY13	Q3FY12	Q3FY13	YoY Growth
Cash, Bank and Call	76	2,300	2,471	2,635	2,955	3,430	2,960	(14)%
Investments	707	12,513	17,121	21,567	22,173	18,438	26,587	44%
Government Securities	380	9,690	13,198	16,587	16,672	15,360	20,477	33%
Other Securities	327	2,823	3,923	4,980	5,501	3,078	6,110	99%
Advances	1,241	20,775	29,329	39,079	45,443	39,772	50,245	26%
Fixed Assets & Other Assets	129	1,848	1,930	2,385	2,323	2,533	2,636	4%
<b>Total</b>	<b>2,153</b>	<b>37,436</b>	<b>50,851</b>	<b>65,666</b>	<b>72,894</b>	<b>64,173</b>	<b>82,428</b>	<b>28%</b>

# Consumer Banking - Liabilities

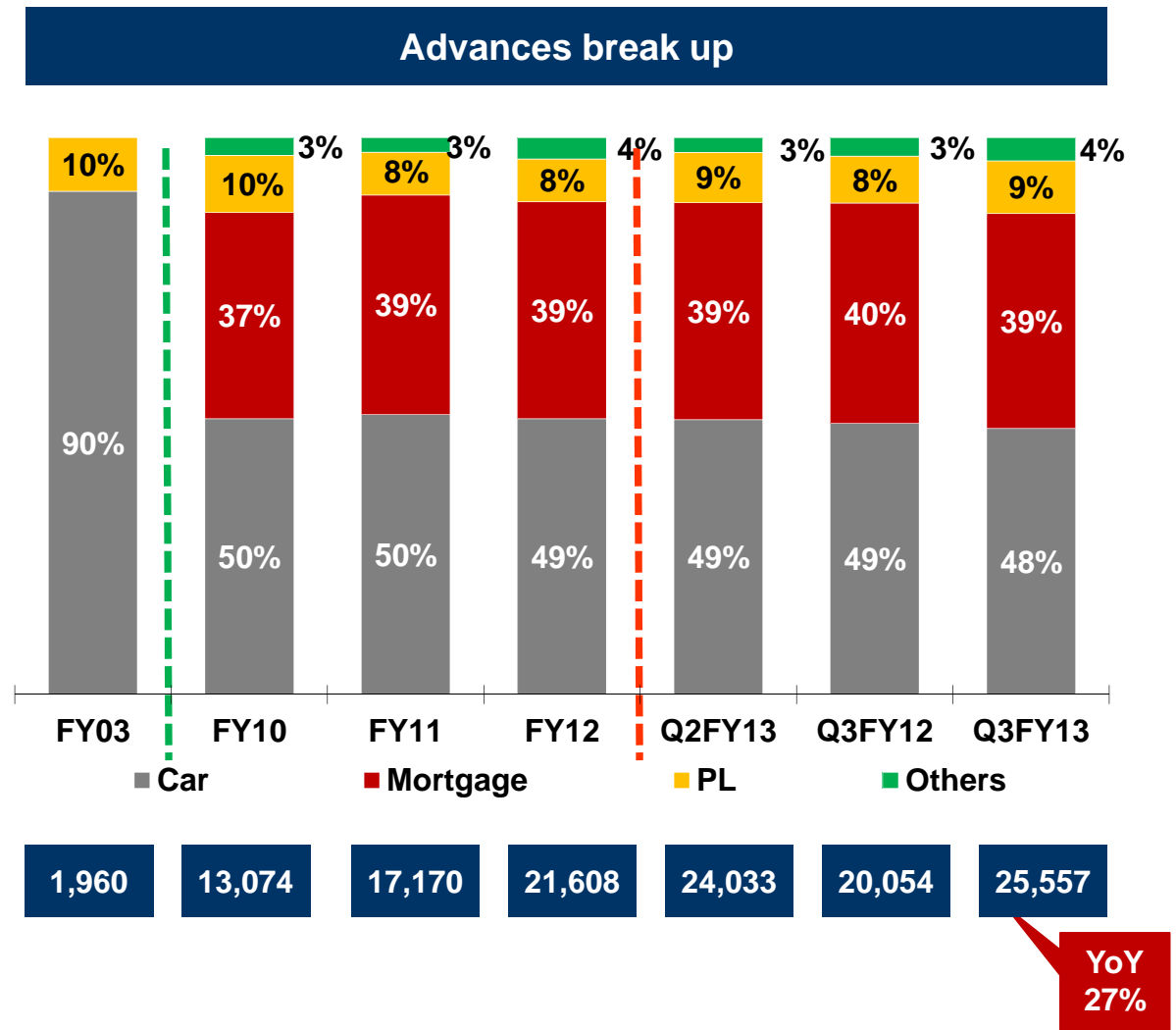
- 500 Branches in CY13
- Increased cross sell of asset products
- Savings balances increased 49.5% yoy
- Added around 2.1 lac customer accounts for the quarter
- TD sweep to total deposit ratio at 7.1%
- CASA and TDs below ₹ 5 cr constitute 54.7% of total deposit



CA deposit ₹ cr	50	4,992	5,460	7,352	6,395	6,189	6,743
SA deposit ₹ cr	-	2,471	3,331	5,050	5,926	4,426	6,616
CASA %	19	31	30	32	27	28	26
TD Sweep deposit ₹ cr	-	1,798	1,897	2,710	3,332	2,569	3,668

# Consumer Banking - Assets

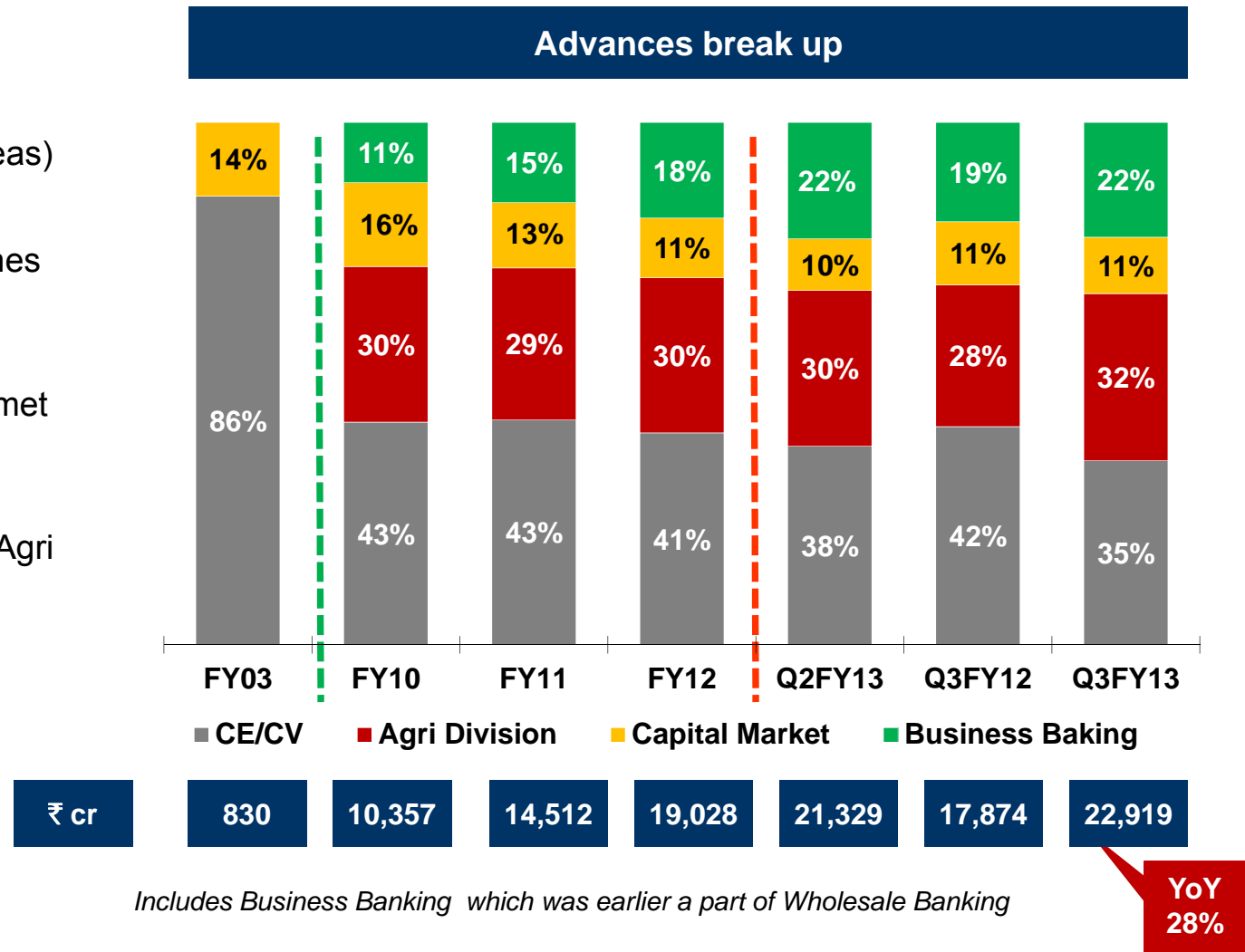
- Focus on SENP and cross sell to bank branch
- Continued focus on Auto Sector
- Mortgages growth in select territories
- Selective growth in personal loans
- Continued low delinquencies





# Commercial Financing

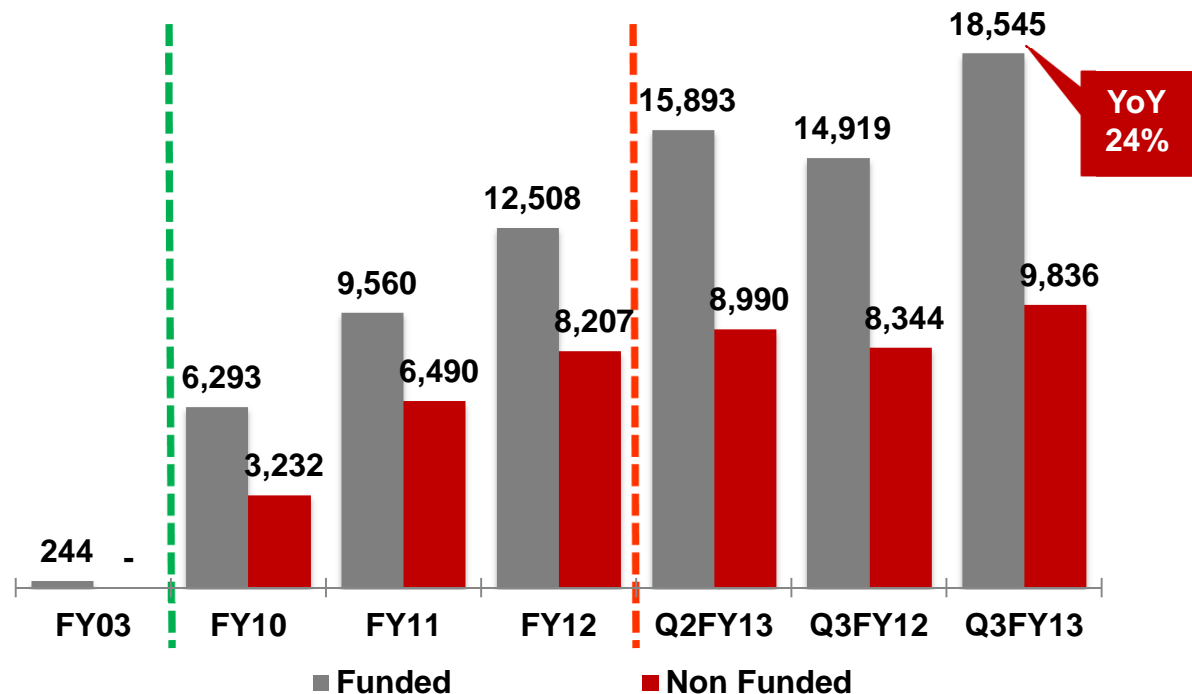
- Focus on Bharat (semi urban / rural areas)
- Asset focused branches in rural areas
- Priority sector target met consistently
- Consistent growth in Agri



# Wholesale Banking

- Largely Working Capital
- Continued focus on Transaction Banking
  - Vendor Financing, CMS and Operative Accounts
  - Focus on FX flows with increased treasury coverage
  - Custody & Transaction services
- Continued to deepen franchise across all customer segments

## Funded & Non funded (₹ cr)



*Excludes Business Banking which is now a part of Commercial Banking*

# Kotak Mahindra Prime

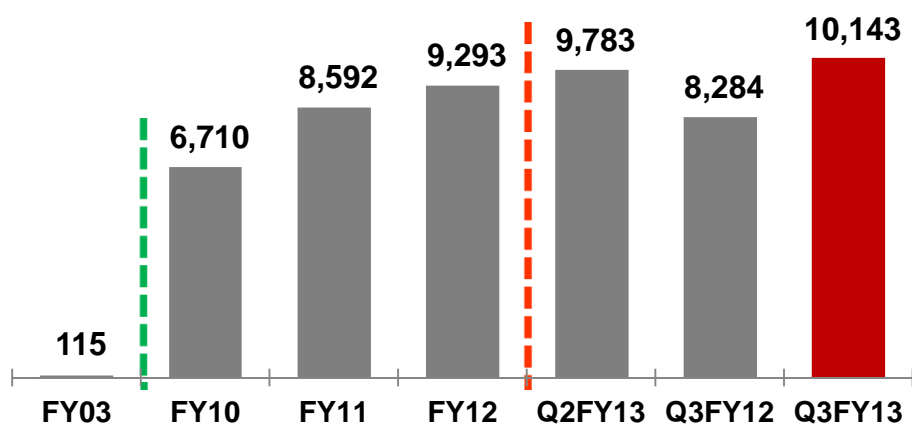
₹ cr	FY12	Q2FY13	Q3FY12	Q3FY13
NII and other income	816	225	231	244
Profit before tax	570	170	152	158
Profit after tax	385	114	104	105

₹ cr	FY03	FY10	FY11	FY12	Q2FY13	Q3FY12	Q3FY13
Total Advances	1,756	8,311	11,145	13,386	15,173	12,379	16,042
Car Advances	1,756	6,467	8,489	10,577	11,756	9,737	12,237
Net NPA*	6	81	30	22	30	23	30
Net NPA* (%)	0.4	1.0	0.3	0.2	0.2	0.2	0.2
CAR (%)	22.5	13.7	15.5	16.3	15.8	16.8	15.8
ROA (%) - annualised	0.7	2.3	3.1	2.9	2.8	3.0	2.4

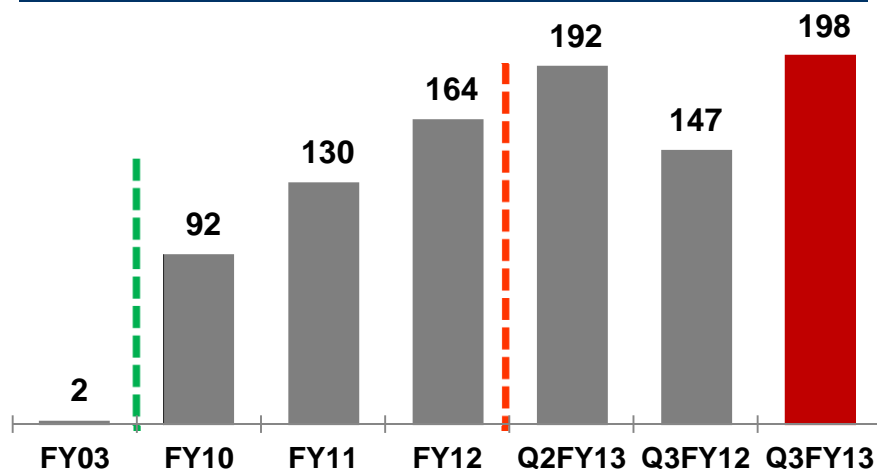
\* Excluding acquired stressed assets portfolio

# Kotak Mahindra Life Insurance

## AUM (₹ cr)



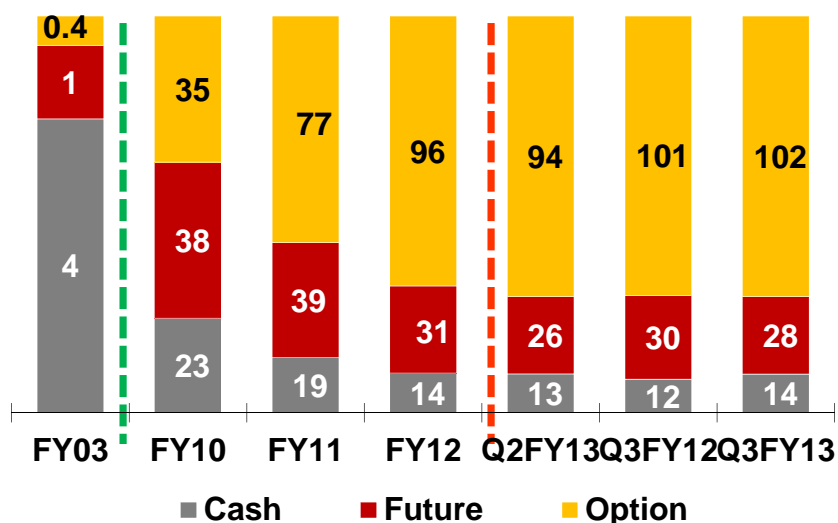
## Sum Assured (₹ '000 cr)



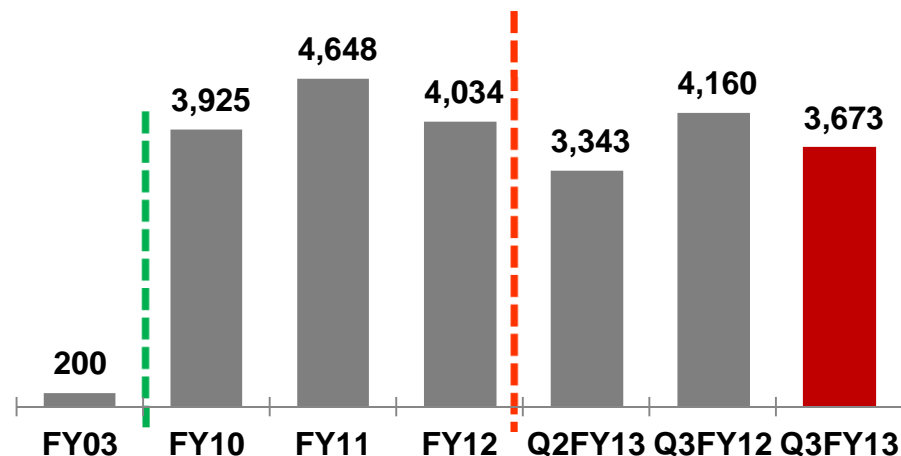
₹ cr	FY03	FY10	FY11	FY12	Q2FY13	Q3FY12	Q3FY13
Capital	183	562	562	562	562	562	562
Solvency ratio (%)	2.10	2.80	2.67	3.06	2.90	3.06	2.94
PAT	(42)	69	101	203	47	47	53
Individual Regular	248	925	685	436	96	97	96
Single	104	188	280	374	21	72	50
Group	-	221	288	354	107	57	90
Renewal	51	1,534	1,722	1,773	396	413	359
Total	403	2,868	2,976	2,937	620	639	595

# Kotak Securities

Market ADV (₹ '000 cr)



ADV (₹ cr) - KS











₹ cr	FY12	Q2FY13	Q3FY12	Q3FY13
Total income	610	155	134	146
Profit before tax	191	59	37	57
Profit after tax	126	40	24	38
Market Share * (%)	2.9	2.5	2.9	2.6

\*excluding BSE Derivative segment

Kotak Securities services around 8 lac secondary market customers through 1,358 branches and franchises

# Kotak Mahindra Capital Co.

Client	Deals – Q3FY13	Size (₹ cr)
	Initial Public Offerings (IPO)	4,173
	Tax Free Bonds in the nature of secured, redeemable, non-convertible debentures	2,017
<b>Mahindra Finance</b>	Qualified Institutional Program (QIP)	867
	Offer for Sale on Stock Exchange (OFS)	810
	Tax Free Bonds in the nature of secured, redeemable, non-convertible debentures	700
	Initial Public Offerings (IPO)	601
	Initial Public Offerings (IPO)	540
 <b>DB Corp Ltd</b>	Offer for Sale on Stock Exchange (OFS)	250
	Offer for Sale on Stock Exchange (OFS)	51

# Kotak Mahindra Capital Co.

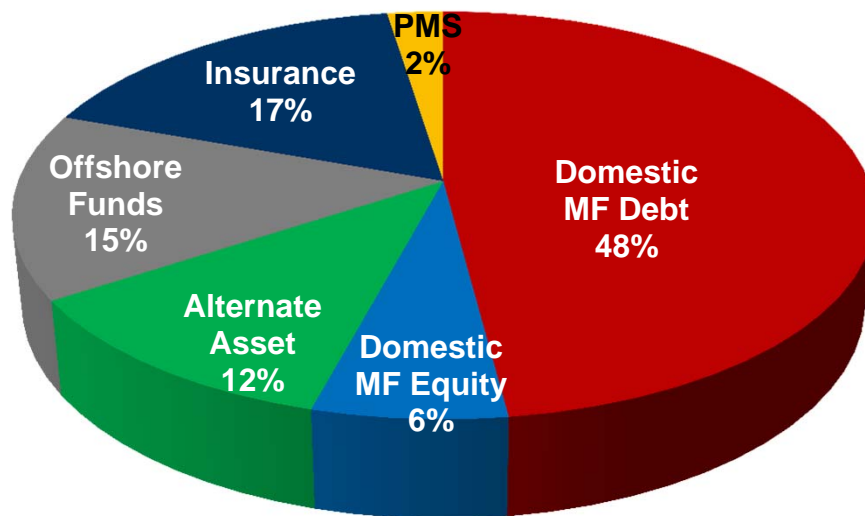
Client	Deals – Q3FY13	Size (₹ cr)
	Private equity investment led by Fidelity Growth Partners India	NA
	Sale of controlling stake to Sutherland	NA
	Delisting offer by Prolec-GE to shareholders of Indo Tech Transformer Ltd.	NA
	Restructuring of Wipro Limited (demerger of Wipro's non-IT business)	2,295*
	Merger of Shriram Retail Holdings Private Limited and Shriram Enterprise Holdings Private Limited with Shriram City Union Finance Limited	NA

\* Assuming swap of shareholding of public shareholders in non-IT business with promoter shareholding in Wipro Limited

₹ cr	FY12	Q2FY13	Q3FY12	Q3FY13
Total income	79	20	22	18
Profit before tax	9	6	6	3
Profit after tax	6	4	4	2

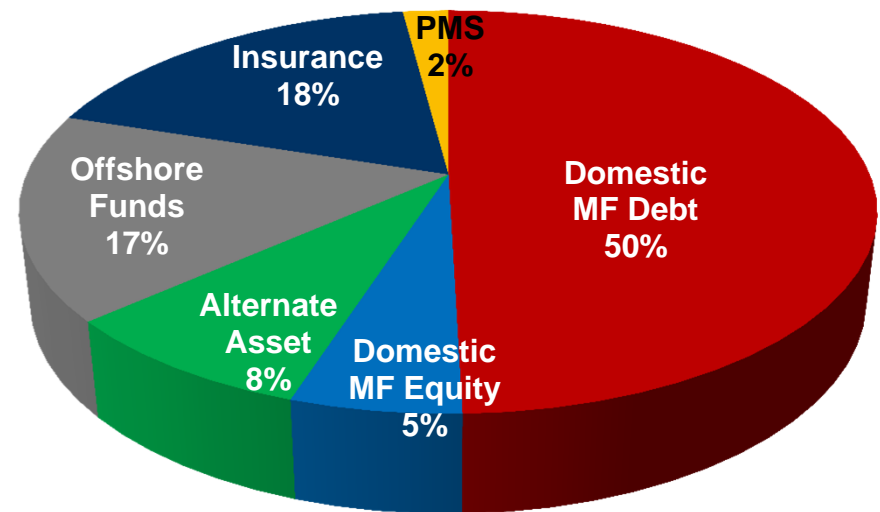
# Asset Under Management

AUM ₹ 48,669cr



**Dec 31, 2011**

AUM ₹ 56,484 cr



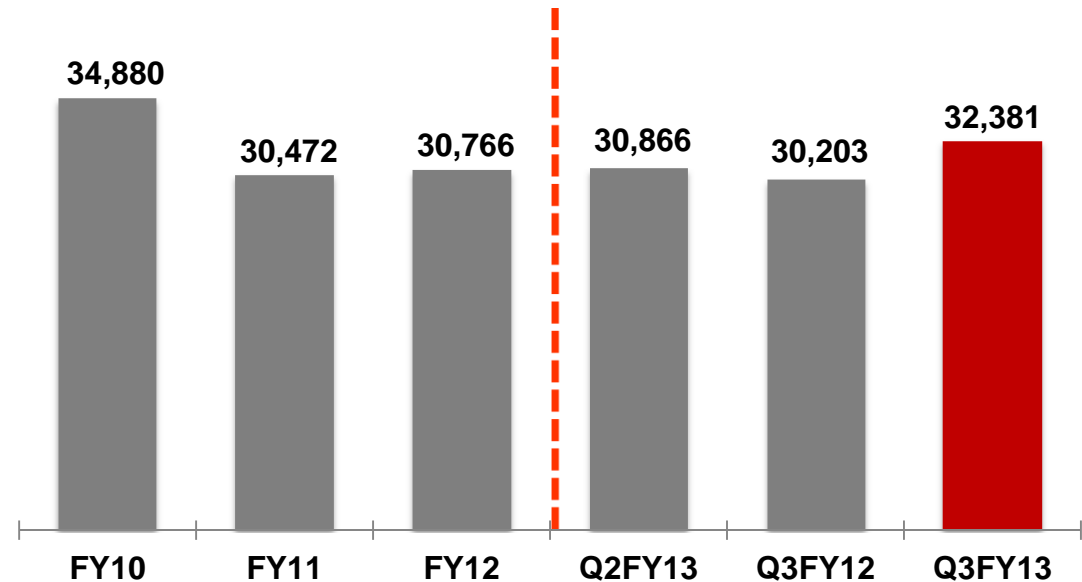
**Dec 31, 2012**



# Kotak Mahindra AMC and Trustee Co.

## Average Assets Under Management ₹ cr

- Over 8.8 lac folios
- 79 Branches
- 4 Kotak Equity Funds in quartile 1 of top performing equity funds



₹ cr	FY12	Q2FY13	Q3FY12	Q3FY13
Total income	125	23	27	41
Profit before tax	31	(5)	4	13
Profit after tax	22	(5)	3	11

Numbers in table are for KMAMC & KMTC combined

# Kotak Investment Advisors

## Realty Fund

- Corpus advised / managed – ₹ 2,791 cr
- 55 Investments

## Private Equity Fund

- Corpus advised / managed – ₹ 2,001 cr
- 35 Investments

Propose to launch Infrastructure fund with SMBC and Brookfield

₹ cr	FY12	Q2FY13	Q3FY12	Q3FY13
Total income	97	22	23	20
Profit before tax	52	12	11	9
Profit after tax	36	9	7	6

# Bank Awards and Recognition

Kotak Mahindra Bank's Board has been adjudged as one of the 'Best Managed Board' in the Aon Hewitt-Mint study of 2012

Kotak Mahindra Bank has made it once again in the list of the prestigious Forbes Asia's Fab 50 Companies in 2012 for the 3<sup>rd</sup> consecutive year (2010-12)

Kotak Mahindra Bank won the Asian E-payment Awards for the following categories at the Asian Leadership Awards –

- Best E-Payment Bank Award
- Best Online Payment Platform Award
- E-Payment Market Leadership award

Kotak Mahindra Bank's 6% campaign featuring Subbu won the Silver Effie - a prestigious advertising effectiveness award in the financial services category

Best Private Bank by Finance Asia Country Awards 2012

Best Local Cash Management Bank In India, as voted by corporates for Small companies (turnover < US\$ 100 Mn) by Asiamoney in 2012

Ranked #1 in multiple categories including range of investment products / advisory services, private equity investments, real estate investment in India & family office services by Euromoney Private Banking survey 2012

Ranked #2 in India for companies with "Best Corporate Governance Practices" – IR Global Rankings 2010 & 2011.

Kotak Mahindra Bank has been rated amongst the Top 25 Best Employers in India for 3 consecutive studies conducted since 2007 by Aon Hewitt

Awarded Gold in the "Best Local Trade Bank in India" category of Trade and Forfaiting Review Awards 2012

Kotak Mahindra Bank has been rated amongst the Top 10 in Top Companies for Leaders to work, in Asia Pacific in a Study conducted by RBL Group, Aon Hewitt and Fortune in 2011



# Awards and Recognition



Businessworld India's  
Best Dealmakers 2012

2012: Deal Maker of the year - QIP

2012: Deal of the year for the M&M  
Financial Services QIP



**Best Investment Manager  
in India**

Asiamoney Brokers Poll 2012

**Best Local Brokerage**

Among all domestic and foreign brokerages,  
ranked:

#2 for Best Overall Country Research

#2 for Best Execution

#2 for Most Independent Research Brokerage

#3 for Best in Sales Trading



2012: Best Investment Bank in India  
(Seventh year in a row)

2012: Best Equity House  
(Third year in a row)

**BSE IPF – D&B Equity  
Broking Awards for 2012**

Fastest growing Equity Broking House  
(Large Size Firms category)



**Best Broker in India  
2012**



**Securities Advisory  
Firm  
of the Year in India**



**ACQ Global  
Awards 2012**

**Investment Bank of the  
Year in India**



2012: Best Domestic Investment Bank  
(Sixth year in a row)

KIE analysts ranked #1 in financial services; #3 in the media sector in the Wall Street Journal survey of Asia's best analysts – 2012

# Kotak Uniqueness

## The 5<sup>th</sup> Largest Bank by Market Capitalisation

### Integrated Financial Services Business Model

- ∞ Mature businesses across most financial services products
- ∞ Leading positions across Retail Banking, Private Banking, Insurance, Investment Banking, Institutional Brokerage and Asset Management,
- ∞ 11.9 mn customers across banking, broking, insurance and asset management

### Robust Financials & Track Record of Value Creation

- ∞ Strong capital base: Bank's Capital Adequacy Ratio at 15.7% as on Dec 31, 2012
- ∞ Strong on-ground relationships key contributor to achieve low risk and high return
- ∞ Consistent stock performance & return to investors – Now part of NSE S&P CNX Nifty Index
- ∞ Record of successful partnerships & alliances across businesses (e.g. Old Mutual, Ford Motor Credit, Goldman Sachs)

### Ability to Identify and Exploit Opportunities

- ∞ Ability to take advantage of opportunities and build profitable business models
- ∞ Ability to gauge warning signals and take early decisions
- ∞ Stay focused on businesses with a long term vision

### Strong Governance Culture & Talent Pool

- ∞ Recognised as amongst India's most trusted financial services brands and the best employers
- ∞ Strong Sponsor commitment & Group reputation
- ∞ Stable leadership team – majority of whom have been with the Group for over 15 years
- ∞ Ability to spot opportunities and trends ahead of time (e.g. car finance, asset reconstruction, retail brokerage, domestic private banking)

# The Path of Leadership



## Strong Capital Position

- ∞ Capital adequacy amongst the highest in the Indian banking sector
- ∞ Provides the basis for growth

## Aggressive Pursuit of Cross Sell Opportunities

- ∞ Robust bank platform and retail distribution network
- ∞ Pan-India reach of over 2,100 retail distribution points across Banking, Broking, Mutual Fund and Insurance
- ∞ Provides a platform for improving funding from low-cost liabilities – as can be seen in the improving low cost deposit balance
- ∞ Strong Bancassurance model with good cross-sell ratio, ability to mine customer base

## Manage Risks beyond “Modeling”

- ∞ Extensive on-the-ground presence and superior sponsor / CXO relationships
- ∞ Deep, longstanding relationships with a substantial share of corporate India

## Multiple Growth Engines

- ∞ Continue to evolve a stable annuity flow driven business model – balancing volatility inherent in capital market-linked revenues
- ∞ Leveraging world-class infrastructure and technology to drive cost-efficiencies
- ∞ Leverage “India asset class strength” to tap global investors – individual as well as institutional

## Attract & Retain Talent

- ∞ High degree of stability within the management team, many of whom have been with the Group for over fifteen years
- ∞ Preferred Employer status in the Financial Services sector allows us to attract the best people

# Talent...Professional Entrepreneurs at work



## C. Jayaram

- ❑ Joined Kotak in 1990; **First charge** | Vice President, Kotak Mahindra Finance
- ❑ **Current charge** | Joint Managing Director, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | When I joined Kotak, I didn't really foresee that I would be running a business for the Group. As it turns out, I have been involved with building more than four businesses. Each one has presented its own set of challenges and opportunities. I can't think of too many companies which offer their people this kind of a canvas.



## Dipak Gupta

- ❑ Joined Kotak in 1992; **First charge** | Senior Manager, Kotak Mahindra Finance
- ❑ **Current charge** | Joint Managing Director, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I used to be an engineer and then a consultant. My first job at Kotak was to look after the Lease and Hire Purchase business. We built one of the largest leasing businesses in the country. When Ford Credit came to India around 1995-96, we entered into a joint venture with them and it was very interesting discussing, debating and negotiating with them. I went on to become the head of that joint venture. Running different businesses while still being in the same fold gives you the twin benefit of a deeper perspective and wider all-round growth.



## Gaurang Shah

- ❑ Joined Kotak in 1996; **First charge** | Chief Operating Officer, Kotak Mahindra Primus;
- ❑ **Current charge** | President – Asset Management and Life Insurance
- ❑ **On being a professional entrepreneur** | I came from a corporate finance background and joined Kotak's Car Finance business. That was in 1996. I was totally new to retail finance. In 1999, I took over as Executive Director of Car Finance and by 2002, we had built one of India's most profitable car finance companies. In 2002, I took over as head of Retail Assets and we added Home Loans, Subprime Lending in automobile financing and agricultural finance to our retail portfolio. In 2004, I moved into Life Insurance with my knowledge of insurance restricted to a single policy that I owned.



# Talent...Professional Entrepreneurs at work



## Jaimin Bhatt

- ❑ Joined Kotak in 1995; **First charge** | Proprietary Investments
- ❑ **Current charge** | President & Group CFO
- ❑ **On being a professional entrepreneur** | My initial work at Kotak was in the area of Proprietary Investments, where I worked with Narayan (S.A.). Around the time of the Ford JV, I was invited to be on the team structuring the JV and that was very exciting. I moved to the Investment Bank and handled M&A. I was involved in a number of exciting transactions. Thereafter my role grew into larger operational role at the Investment Bank and also included doing structuring work for the Group. What stands out for me is the freedom and sense of responsibility that one gets and this, in turn, instills a lot of self-confidence. As you grow and inculcate the same sense of self-confidence in those around you, it becomes a part of the culture.



## K.V.S. Manian

- ❑ Joined Kotak in 1995; **First charge** | Compliance, Kotak Mahindra Capital Company;
- ❑ **Current charge** | President – Consumer Banking covering all liabilities and assets, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | After two years in Investment Banking, I moved into Corporate Finance. I was instrumental in turning around and building the Retail Asset Finance Division (including the early stages of the Commercial Vehicle and Personal Loans Businesses). When the Group restructured its business in preparation for the conversion to a bank, I managed the team working on viability, decision making and structuring of the banking business as a project. I now oversee the Personal customer segment comprising of the Home Finance Division, the Consumer Services Group, Credit Cards and the Auto Finance Business, in addition to the Branch Banking and Retail Liabilities business. It's been a diverse set of responsibilities and looking back, I realize that I had no prior experience in any of the functions.



## Mohan Shenoi

- ❑ Joined Kotak in 2002;
- ❑ **Current charge** | President – Group Treasury and Global Markets, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | Very few in the banking industry have the experience of starting a new bank. I had this rare privilege of associating with two banks right from their inception. The first was ICICI Bank and the second is Kotak Mahindra Bank. I was instrumental in setting up and managing the treasury in both banks. At Kotak, Treasury is one of the important contributors to the revenues of the Bank. Over a 29-year banking career, I have worked in branch banking, credit, recoveries, strategic planning and retail banking (apart from treasury). The environment at Kotak allows me to leverage this diversity of experience to the fullest.



# Talent...Professional Entrepreneurs at work



## Narayan S.A.

- ❑ Joined Kotak in 1992; **First charge** | Associate Vice President, Kotak Mahindra Finance (Operations);
- ❑ **Current charge** | President – Commercial Banking and Capital Markets, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | In 1996, broking was largely seen as in institutional business. I believed that retail broking was an opportunity waiting to happen and took up the challenge of going retail. I always wanted to be an entrepreneur and Kotak gave me an opportunity to build a business that any entrepreneur would be proud of.



## Shanti Ekambaram

- ❑ Joined Kotak 1991; **First charge** | Senior Manager – Bill Discounting
- ❑ **Current charge** | President – Wholesale Banking, Kotak Mahindra Bank
- ❑ **On being a professional entrepreneur** | I joined Kotak from a foreign bank. Since financial services was still a new area I was apprehensive but here was a company that seemed young and hungry. In the back of my mind, I knew I could always go back to a MNC if things didn't work out. That was 16 years ago and I'm still here and raring to go. I have run the Bill Discounting business, serviced FIIs and started the M&A desk. When we entered into a strategic alliance with Goldman Sachs, I moved to look after that business and we dominated the GDR and private placement markets. I subsequently moved into the domestic Investment Banking business to develop corporate relationships, then head Fixed Income. In 1998, I took over as the CEO of the Investment Bank and we went on to top the league tables. In 2003 when the bank project was launched I was given the opportunity to build the wholesale bank. I don't think any MNC would give me so many opportunities for learning and growth.

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## Contact

Jaimin Bhatt / R Sundarraman

Kotak Mahindra Bank Limited

Tel: +91 22 6672 6000, Fax: +91 22 6672 6430

E-mail: [investor.relations@kotak.com](mailto:investor.relations@kotak.com)